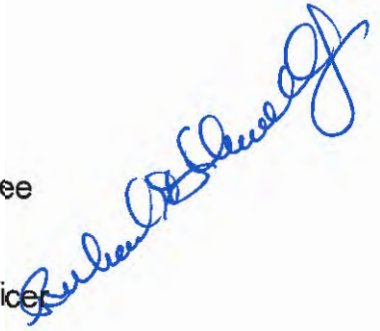## CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: February 22, 2017

To: Honorable Members of the Homeless Strategy Committee

From: Richard H. Llewellyn, Jr., Interim City Administrative Officer

Subject: **Comprehensive Homeless Strategy – Quarterly Performance Report Fiscal Year 2016-17 Second Quarter**

The attached is the second Comprehensive Homeless Strategy (CHS) Quarterly Performance Report. The Report provides a summary of progress and key accomplishments for the 62 active CHS strategies, demonstrating ongoing focus to address homelessness across City departments.
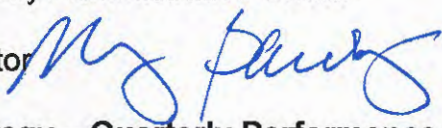
The report highlights accomplishments in two key areas since the CHS was adopted one year ago: implementation of the Coordinated Entry System and new infrastructure to support permanent housing development, most significantly the passage of Proposition HHH. Additionally, a metrics framework for measuring CHS progress and impact is proposed for adoption.

While siting remains a challenge for new facilities serving the homeless, other key strategies have continued to move forward this quarter. These include preservation of existing affordable housing and production of new units by the Housing and Community Investment Department (Strategies 7E, 7H and 10A), employment of persons experiencing homelessness through the Economic and Workforce Development Department (Strategies 9A, 9B, 9C and 9I) and ongoing training for law enforcement officers (Strategy 3A).

In the next Quarterly Performance Report, City strategy leads will report data according to the adopted metrics framework.

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date:	February 22, 2017	Council File No. 15-1138-S1
		Council District: All
To:	Richard H. Llewellyn, Jr., Interim City Administrative Officer	
From:	Meg Barclay, Homeless Coordinator	
Subject:	**Comprehensive Homeless Strategy – Quarterly Performance Report Fiscal Year 2016-17 Second Quarter**	

SUMMARY

This is the Fiscal Year 2016-17 second quarterly performance report on the City's Comprehensive Homeless Strategy (CHS) for your review and submission to the Homeless Strategy Committee. This report discusses key accomplishments in the first year since the CHS's adoption and proposes a metrics framework for measuring performance.

DISCUSSION

Since the Comprehensive Homeless Strategy (CHS) was adopted in February 2016, the City has made steady progress to establish and integrate systems that serve and impact the homeless. The second quarter status and next steps for each of the CHS strategies is provided as Attachment 1.

This report highlights two key accomplishments across multiple strategies in the year since the CHS was adopted: the implementation of the Coordinated Entry system and City efforts to secure new funding and harness existing resources to create permanent housing for persons experiencing homelessness.

Coordinated Entry System

The Coordinated Entry System (CES) is a critical component of both the City and County strategies, and both made significant new investments in this system in the current Fiscal Year (FY). The CES is designed to standardize the process of prioritizing resources according to clients' needs and vulnerabilities. Prior to the CES, homeless services and housing were allocated separately by each individual provider and developer, placing much of the burden of accessing services and locating housing opportunities on the homeless client. The CES streamlines the process and shifts the burden of matching clients to available services and housing to providers.

The main components of the CES are: Entry Points; Regional Coordination, including CES Assessment, Prioritization, and Linkage; Housing Navigation; and Housing Stabilization. Figure 1 presents these components and their relationship to one another.

Persons experiencing homelessness may enter the CES through any number of services, including outreach (Strategy 4A and 4F), crisis and bridge housing (Strategy 7O), the County 211 system (families) or interactions with other City efforts with integrated CES intake, such as Los Angeles Police Department Homeless Outreach Partnership Endeavor (HOPE) Teams (Strategy 3A). While persons

Figure 1 – Coordinated Entry System

that interact with outreach or one of the other entry points may be referred to crisis or bridge housing, accessing those services is not required to enter the CES.
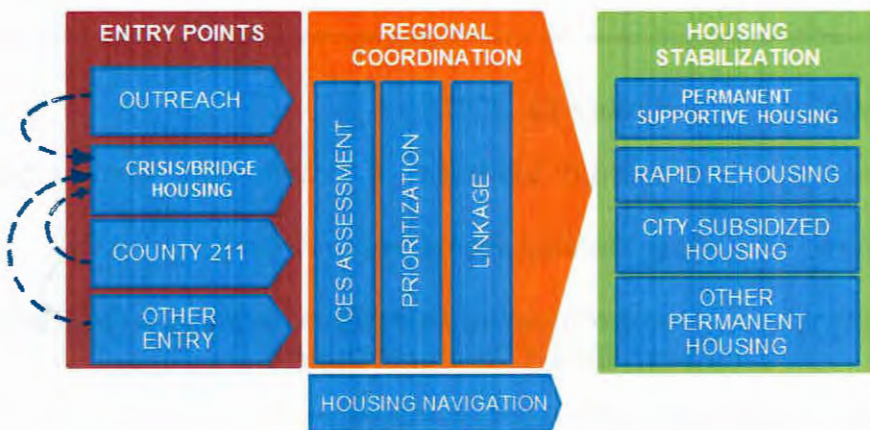
CES regional coordination is critical to ensuring that entry point services truly serve as a pathway to housing. Regional coordination begins with the standard assessments for individuals, youth and families. The results of each client assessment are stored in the Homeless Management Information System (HMIS), a central database that can be accessed by all CES service providers. Clients are prioritized for services and housing placement based on the needs and vulnerabilities identified by the assessment. Linkage allows housing providers to make units available to prioritized clients through the CES. Once clients are prioritized for housing through the CES, housing navigators are assigned to ensure they are able to meet housing program qualifications, such as collecting personal documents and helping to resolve legal issues. Housing stabilization services include long-term case management to assist newly housed formerly homeless households to remain housed.

In the first quarter FY 2016-17 the Los Angeles Homeless Services Authority (LAHSA) expanded services available through CES with $31.7 million from the City ($22 million), County ($8.4 million) and State ($1.3 million). Contracts for these services went into effect on October 1, 2016. Expanded services include: crisis and bridge housing beds (Strategy 7O), rapid rehousing (Strategy 7B), regional service and outreach coordination and case management (Strategy 4A and 4F) and housing navigation services (Strategy 4A and 4F). LAHSA reports the following accomplishments resulting from CES implementation since the start of the FY 2016-17:

- Supply of City-funded shelter beds increased from 1,187 to 1,498 and transitioned from overnight to 24-hour operation (Strategy 7O)[1].
- 22,962 singles and youth served through CES Regional Coordination (Strategy 4A):[2]
  - 2,544 CES Assessments Completed;
  - 2,639 Rapid Rehousing Placements (431 of these through City-funded Rapid Rehousing contracts; Strategy 7B);

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[1] Total beds in the City funded by both City and County increased from 1,668 to 2,074.
[2] This number represents total results reported for the five Service Planning Areas (SPAs) that contain portions of the City and includes outcomes of regional coordination services funded by both the City and County of Los Angeles.

- o 994 permanent supportive housing placements;
- o 961 other permanent housing placements.

LAHSA will report their full set of outcomes through CES and other City-funded programs they administer under separate cover (C.F. 06-0986).

As discussed below, the City has made gains in efforts to build permanent units for persons experiencing homelessness. However, the CHS includes strategies addressing other resources available to the CES to provide more immediate housing solutions during the time it takes to develop these units. These resources include: rapid-rehousing assistance administered by LAHSA (Strategy 7B) and Section 8 rental assistance vouchers administered by the Housing Authority of the City of Los Angeles (HACLA; Strategy 7H). Additional housing options proposed in the Comprehensive Homeless Strategy are shared housing (Strategy 7P) and City investment in the County Flexible Housing Subsidy Pool (Strategy 7R).

These strategies all anticipate providing rental subsidies or other assistance and supportive services to make units in the open rental market affordable and sustainable for persons experiencing homelessness. They also face common challenges, such as rising rents and low vacancy rates. In order to more broadly understand these strategies as a group and their potential to effectively house the homeless, it is recommended that the leads on these strategies (LAHSA, HACLA, the Chief Legislative Analyst and the City Administrative Officer) be instructed to report to the Homeless Strategy committee on the collective status of implementation of these strategies, including, but not limited to:

1. How they are or should be coordinated;
2. Any challenges with implementing these strategies, including, but not limited to the impact unit availability; and
3. Actions or assistance needed from the City to overcome challenges identified.

CES Expenditures
LAHSA projects that based on current spending approximately $5.4 million or 15% of the $36.2 million in City General Funds allocated for CES in the Fiscal Year 2016-17 budget will be unexpended at the end of the year. LAHSA reports that this is largely the result of the three-month procurement and contracting period between July 1 and September 30, 2016. The resulting contracts went into effect on October 1, 2016. While the 2016-17 allocations for these services were based on 12 months funding, the contracts were executed for nine months to coincide with the end of the City fiscal year on June 30, 2017. As such, because LAHSA will execute 12-month contracts beginning July 1, 2017, this problem is not expected to continue in Fiscal Year 2017-18.

Housing Resources
Since the CHS was adopted, the City has made significant progress to secure new funding for permanent supportive housing and establish a new process to make City-owned property available for supportive and affordable housing development.

Proposition HHH was approved by the voters in November 2016, authorizing the City to issue general obligation bonds in the amount of up to $1.2 billion to finance the development of permanent supportive housing, affordable housing and facilities (Strategy 10D). Proposition HHH

implementation is underway, and the City expects to issue the first bonds for qualified projects in July 2017 (C.F. 17-0090).

In addition, through the Housing and Community Investment Department's (HCID), affordable housing financing program, 511 new affordable housing units were completed. 135 of these are supportive housing units for the homeless. Also this quarter, HCID provided funding commitments to 257 affordable units of which 71 will be reserved for homeless households (Strategy 7E & 10A).

The Office of the City Administrative Officer (CAO) also completed the process to identify a qualified list of developers to build affordable housing on City-owned sites and made recommendations to Council regarding site disposition on the first round of eight sites (Affordable Housing Opportunity Sites (AHOS) Round 1). In December 2016, Council approved the qualified list of developers and authorized the Housing and Community Investment Department (HCID) to begin negotiating development agreements with developers for four City-owned sites (Strategy 7D; C.F. 16-0600-S145). As part of the ongoing implementation of Strategy 7D, the CAO continues to assess City-owned sites for potential housing development.

Siting Challenges
Siting of new facilities to serve the homeless remains a challenge for the City. As an example, while funds have been allocated to establish new storage facilities for persons experiencing homelessness (Strategies 6D), City efforts to site these new services have been met with community opposition. In addition to providing a much-needed service for the homeless population, new voluntary storage capacity would allow LAPD to more widely enforce Los Angeles Municipal Code (LAMC) 56.11, which regulates any personal property disposed of, left or stored in public areas.

The United Way has convened a working group that includes representatives from the City and County of Los Angeles as well as the non-profit and philanthropic sectors, to identify and pilot best practices around siting housing and facilities that serve the homeless. This group is expected to select a small number of pilot projects and report findings by summer of 2017.

Second Quarter Accomplishments
Other key accomplishments during the second quarter of the 2016-17 Fiscal Year include:
- The Los Angeles Police Department (LAPD) continued implementing HOPE teams, increasing the total number of officers provided with Mental Health Intervention Training to 1,016 since 2014(Strategy 3A);
- LAHSA developed an online tool for outreach workers and first responders to locate nearby available shelter beds (Strategy 4C);
- HACLA has processed 141 applications for the landlord incentive program. 89 of these applications have been approved and 47 payments have been made. (Strategy 7H);
- HCID reported calendar year 2016 affordable housing preservation outcomes, including the preservation of 717 affordable units in 13 properties (Strategy 7S); and
- EWDD has placed 225 persons experiencing homelessness in subsidized employment through the Los Angeles Regional Initiative for Social Enterprise (LA:RISE; Strategies 9A, 9B, 9C, and 9I).

Proposed Strategy Metrics Framework

Since June 2016, strategy leads have been updating each strategy's status every month in the CHS's web-based project management tool. While this tool is useful to track implementation, it does not track the outcomes these strategies produce. As such, it is recommended that the metrics framework described below be adopted for reporting outcomes from each individual strategy and for the Comprehensive Homeless Strategy as a whole.

The framework is comprised of three levels of metrics: strategy-level metrics, headline metrics and strategy-wide metrics. The proposed metrics were developed in coordination with City strategy leads and the Los Angeles County Homeless Initiative. City strategy leads proposed strategy-level metrics, and headline metrics are aligned with the Los Angeles County Homeless Initiative to allow for coordinated reporting on City/County shared strategies. In addition, the framework's strategy-wide metrics are data LAHSA reports to the U.S. Department of Housing and Urban Development (HUD) each year.

The proposed framework is described in more detail as follows:
1. Strategy-level metrics
   o Metrics proposed by strategy leads, which are specific to each individual strategy.
   o Each strategy must have at least one strategy-level metric assigned to a headline metric.

2. Headline metrics
   o Less specific than strategy-level Metrics.
   o At least 2 strategy-level metrics assigned to each headline metric.
   o The six proposed Headline metrics are:
     ▪ Number who are prevented from becoming homeless or being discharged into homelessness;
     ▪ Number who gain employment or enroll in vocational training/education;
     ▪ Number placed in temporary housing(shelter, bridge, recuperative, transitional and residential substance abuse);
     ▪ Number placed in permanent housing (subsidized, unsubsidized, permanent housing, rapid re-housing, and permanent supportive housing);
     ▪ Number who retain housing from the date of placement; and
     ▪ Expanded supportive and affordable housing supply.

3. Strategy-wide metrics
   o High-level metrics describing key indicators of the extent of homelessness in Los Angeles.
   o Same metrics LAHSA reports to HUD annually.
   o LAHSA will report these metrics quarterly.
   o The chart below lists proposed strategy-wide metrics and provides a brief description of the data source for each.

Proposed Strategy-Wide Metric	Data Description
Number of people becoming homeless	New individuals entered into the Homeless Management Information System (HMIS)

Proposed Strategy-Wide Metric	Data Description
Length of time homeless from initial contact with homeless services	Time from entry in HMIS to placement; OR Total length of reported homeless episode in HMIS
Returns to homelessness	Individuals previously housed who are recorded as homeless again in HMIS
Program participants who increased their income	Any income increases reported in HMIS from program entry to exit or most recent client data update

o For the third quarter quarterly performance report, LAHSA will report on the feasibility of providing an additional strategy-wide metric, which would provide the number of people who are homeless.

During the second quarter, strategy leads proposed strategy-level and headline metrics for each of their strategies (Attachment 2). Not all strategy-level metrics are associated with a headline metric, but each strategy must have at least one strategy metric that is associated with a headline metric. This requirement ensures that outcomes from multiple strategies can be combined to create a broader picture of the outcomes of the CHS across all strategies. Figure 2 illustrates the relationship between strategy-level metrics and headline metrics.

Figure 2 – Proposed Metrics Framework
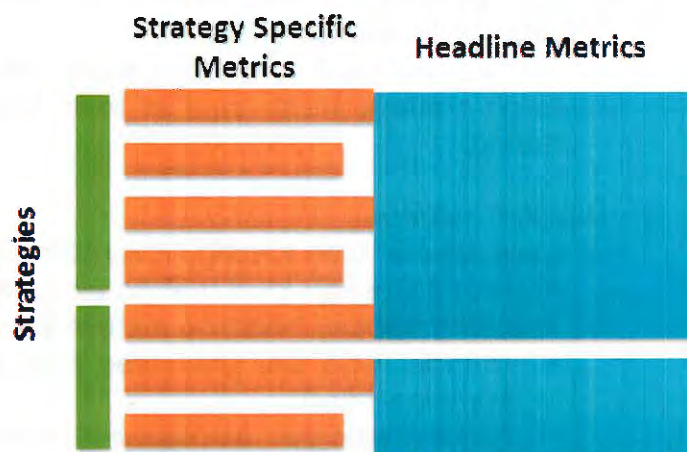
Attachment 3 to this report provides a summary of which strategies have assigned strategy-level metrics associated to each of the headline metrics.

This metrics framework has been developed to correspond to the evaluation framework adopted for the Los Angeles County Homeless Initiative. City and County staff continue to work together to coordinate metrics and reporting on shared strategies with the goal of reporting common metrics for strategies shared between the County Homeless Initiative and the Comprehensive Homeless Strategy.

Once the proposed framework is approved, strategy leads will begin reporting strategy-level metrics data in the third quarter. This data will be compiled to headline metrics as described in Attachment 3 and LAHSA will provide strategy-wide metrics data.

RECOMMENDATIONS

That the Homeless Strategy Committee:

1. Instruct the Housing Authority of the City of Los Angeles, the Chief Legislative Analyst and

the City Administrative Officer and request the Los Angeles Homeless Services Authority (LAHSA) to report on the collective status of implementation of Strategies 7B, 7H and 7R including, but not limited to:
   a. How they are or should be coordinated;
   b. Any challenges with implementing these strategies, including, but not limited to the impact unit availability; and
   c. Actions or assistance needed from the City to overcome challenges identified; and

2. Approve the proposed Strategy Metrics Framework and process for Mayor and Council consideration.

Attachments
Attachment 1 – Comprehensive Homeless Strategy Status Summary by Strategy
Attachment 2 – Strategy-level Metrics and Associated Headline Metrics
Attachment 3 – Summary of Headline Metrics and Associated Strategies

Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**
3A Standardize First Responder Training for Homeless	● Implemented a standardized recap sheet to track outcome data on a monthly basis. ● As of November 30, 2016 the following placement outcomes were recorded across all four bureaus. - Motel w/Housing Plan: 45 - VA Housing: 10 - Returned to Family: 32 - Transitional Long Term Housing: 15 - Short Term Detox: 1 - 6+ Month Detox: 6 ● Mental Health Intervention Training (MHIT) is ongoing, a dozen outside agencies have attended, including LAFD, California Highway Patrol and Pomona Police Department. ● Since 2014, 1185 officers have received MHIT, including 1,016 LAPD officers and 186 officers from outside agencies; 25/38 Homeless Outreach Partnership Endeavor (HOPE) Team officers have completed MHIT ● The Los Angeles Homeless Services Authority (LAHSA) has developed an online tool for HOPE Teams that Officers can use to identify available shelter beds. ● LAHSA is working with LAPD to make motel vouchers available to officers working at night when LAHSA Emergency Response Teams are not on duty.	● LAPD will continue to refine best practices to standardize how Officers interact with the homeless. ● All HOPE Officers will have attended MHIT Training by end of Q3. ● HOPE will continue to provide MHIT training to outside agencies. ● LAHSA will train LAPD HOPE teams to use bed availability tool. ● Implement motel voucher program by the end of February.	LAPD	Todd Chamberlain, Gentle Winter, Monique Contreras
3B Develop Encampment Engagement Protocol	● Bureau of Sanitation developing an authorization database to support encampment clean-ups. ● Recreation and Parks LAMC 63.44 encampment engagement protocols are 90% complete.	● Complete Recreation and Parks LAMC 63.44 encampment engagement protocols. ● Fully implement Rapid Response Teams.	BOS	Steve Pederson, Jose Garcia
3C Widen Access to First Responder Teams for Homeless	● Police performance reported under strategy 3A. ●Fire Department has expanded the candidate pool for their Advanced Provider Response Unit (APRU). They will be able to provide preventative care to persons experiencing homelessness and mitigate recidivism by taking patients to the Sobering Center. ●An APRU has been initiated at Fire Station 16.	● Fully implement the APRU by Spring 2017. ●LAFD will begin implementing a Sobering Unit that will give dispatch two Advanced Providers by Spring 2017.	LAFD, LAPD	LAPD: Todd Chamberlain, Gentle Winter, Monique Contreras LAFD: Alfred Poirier, Hani Maki, Mathew Gatewood

Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**

3D Expansion of Jail In-Reach	● Over the course of the past quarter, the Custody Services Division in coordination with Council District 1 has identified two providers who have agreed to pilot jail in-reach services.
	  - Downtown Metropolitan Detention Center - Homeless Healthcare Los Angeles.
	  - Valley Regional Jail - Tarzana Treatment Centers.
		● Complete background checks on the identified in-reach workers and clear them to provide services in a jail environment.
		● Begin in-reach services one day per week at each of the two identified jails.
		● Begin tracking the number of inmates who are homeless and number of those who received some form of in-reach service.
		● Meet and evaluate a third provider who may provide services at the 77th Regional Jail in South Los Angeles.
			LAPD	Todd Chamberlain, Gentle Winter, Monique Contreras

3E Integration with County Health Sobering Centers	● The County Department of Health Services Sobering Center at 6th and Maple in Downtown Los Angeles opened for business on 1/3/17. ● The Fire Deparmtment command staff and our Medical Director attended the grand opening of the sobering center, and reports that emergency resources - including our Nurse Practitioner Response Unit - are prepared to utilize and work with the staff at the new facility.	● Civil Service Commission approval for Nurse Practitioner position; advertise the position and largely complete a large portion of the hiring processes by the end of Q3.	LAFD, LAPD, LAHSA	LAFD: Matthew Gatewood, Hani Malki, Afred Poirier LAPD: Todd Chamberlain, Gentle Winter LAHSA: Kelli Pezzelle, Paul Duncan
4A Strengthen CES Technology, Staffing, and Standardization	● Programs awarded through the Los Angeles Homeless Services Authority (LAHSA) Coordinated Entry Systme (CES) Request for Proposals (RFP) for single adults and youth began operating on October 1st and have now completed a quarter of operations. ● LAHSA held two training "boot camps," one for providers who were awarded rapid rehousing and one for agencies awarded contracts to provide new housing, navigation and outreach services. ● LAHSA has finalized its contract with the new Homeless Management Information System (HMIS) provider. ● LAHSA has convened a committee and is gathering input from national experts to develop a core curriculum for training and technical assistance for CES providers. This curriculum will include best practices for programming.	● Released the 2017 CES for Families RFP. ● Begin transferring data and preparing the new HMIS system to operate as the CES data platform. ● Implement a training plan to assist providers to transition to the new HMIS system. ● Identify current training resources and additional resources needed.	LAHSA, HSC	LAHSA: Paul Duncan, Kelli Pezzelle CAO: Meg Barclay CLA: Jack Reef Mayor: Alisa Orduna

2/22/2017

Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**
4B Strengthen Departmental Support for Homeless Case Managers	● Los Angeles Homeless Services Authority (LAHSA) and Homeless Strategy Commitee (HSC) staff planning to engage service providers and City departments to identify opportunities to support case management. ● The Library Department is working with GSD to order and customize one mobile outreach vehicle to serve homeless individuals and families in encampments, shelters, transitional housing and on the street. ● Library reports that due to the size of this undertaking, they will start by ordering one vehicle , rather than three.	● LAHSA and HSC saff conduct an initial survey of service providers and city departments. ● Prepare a report of opportunities meeting with lead contacts within all the city departments to begin to develop further goals and implementation around strategy 4B. ● Library Department will place an order for mobile outreach vehicle, including all equipment and supplies.	HSC, LAHSA, LAPL	LAHSA: Paul Duncan, Josh Decell
4C Strengthen CES Data Sharing and Tracking	● Los Angeles Homeless Services Authority (LAHSA) began working with the Housing Authority of the City of Los Angeles (HACLA) to develop MOU for sharing their list of people who move into units each month. This data will be reconciled with the CES list, resulting in more reliable client status information in the CES. ● LAHSA is continuing discussion with regional CES leads around how to track housing placements and client status. ● Developed the Youth CES dashboard to support the National 100 day challenge for housing homeless youth. ● The data dashboard for single adult CES began development in Q2. ● LAHSA developed and piloted a bed availability dashboard to help outreach workers and first responders locate available shelter beds in the community. The tool will be fully implemented with LAPD HOPE teams in Q3.	● HACLA monthly data transfer fully implemented and integrated into LAHSA reporting. ● Public-facing Youth CES dashboard fully implemented. ● Draft Single Adult CES dashboard completed. ● LAHSA will train LAPD HOPE teams and they will begin using bed availability tool.	HSC, Chief Executive Office (County), LAHSA	LAHSA: Josh Decell CAO: Nick Campbell CLA: Jack Reef Mayor: Alisa Orduna
5A Establish Homelessness Coordinator	● Completed.	● Completed.	CAO	
6A Co-Locate Homeless Services Within Homeless Storage Facilities	● Los Angeles Homeless Services Authority (LAHSA), City Administrative Officer, Chief Legislative Analyst and Bureau of Engineering are working together to evaluate several potential storage locations. ● LAHSA evaluating feasibility of adding hygiene services at the existing storage center in downtown Los Angeles.	● Continue to evaluate sites for potential new storage locations. ● LAHSA will complete a Request for Information to identify a list of potential storage facility operators. ● Pending feasibility evaluation, LAHSA will report with recommendations to add hygiene services at the downtown storage location.	LAHSA	Kelli Pezzelle
6B Establish Citywide Safe Parking Program	● LAMC 85.02 went into effect January 7. ● LAHSA released a Request for Information (RFI) to identify a list of potential Safe Parking Program providers on January 6th 2017.	● LAHSA report to Council with results of Safe Parking Program RFI and other recommendations to establish a Safe Parking Program.	HSC	CAO: Jason Killeen CLA: Steve Luu Mayor: Alisa Orduna
6C Establish Citywide Mobile Shower and Public Restroom System	● LAHSA released a Request for Information (RFI) for Mobile Shower operators on January 15, 2017.	● Pending results of the Mobile Showers RFI, LAHSA will make funding recommendations to their commission in late February, and contracts will begin in April.	LAHSA	Kellie Pezelle

Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**
6D Identify Public Land for Homeless Facilities	● To date, 32 sites have been reviewed for feasibility for use as storage facilities or navigation centers. ● Of those, 25 have been found viable and six sites are being evaluated.	● Recommend sites to HSC for approval pending evaluation results.	CAO	Maria Cardenas, Ramon Soto
6E Evaluate Homeless Navigation Centers	● Feasibility report for creating navigation centers in the City in development.	● Feasibility report to be completed by March 30, 2017.	LAHSA	Kelli Pezzelle
6F Establish Access to Public Restrooms	● Recreation and Parks (RAP): Extended maintenance services to 15 Council District identified locations, including two dedicated maintenance staff at each location from 1pm – 5pm. 24-Hour Public Access at Venice Beach is on hold until the LAMC 63.44 can be amended to extend operational hours. ● LAHSA: Provided RAP and General Services Department (GSD) with homeless density data report to assist in identifying potential 24-hour restroom access.	● RAP: Complete recommendations to amend LAMC 63.44 to allow 24-hour public restroom access.	RAP, LAHSA	LAHSA: Kellie Pezelle RAP: Jimmy Kim
7A Shelter System Personnel Need for Bridge Housing Conversion	● City crisis and bridge housing capacity increased from 1,668 to 2,074 beds. ● Shelters transitioned form overnight to 24-hour operating model. ● LAHSA reported to the Homeless Strategy Committee on December 22, 2016 that in order to sufficiently transform all beds in the current system to bridge housing, additional funding would be needed either to increase the shelter bed rate or to support more Housing Navigators to serve shelter participants. The cost to increase housing navigation to meet this objective was estimated to be $2.25 million annually.	● See Strategy 7O.	LAHSA	Monica Gudino, Kelli Pezelle
7B Expand Rapid Re-housing	• City GF funds for rapid re-housing were included in the 2016 Coordinated Entry System for Individuals and Youth RFP. Programs serving Individuals and Youth (18-24) launched on October 1st, 2016. • LAHSA conducted a rapid re-housing best practices training for providers on 12/1/17 & 12/2/17. LAHSA is developing ongoing trainings and technical assistance and a program guide for all LAHSA rapid re-housing programs. Performance - Rapid Re-Housing for Adults and Veterans through 9/30/16: • Total Participants Enrolled: 1416 • Total Participants Placed into Permanent Housing: 431 Performance - CES Rapid Re-Housing for Youth and Individuals 10/1/16-1/1/17: • Total Participants Enrolled: 199 • Total Participants Placed into Permanent Housing: 112	• Finalize TA Plan with Abt including scheduling Monthly Meetings & Building a Program Guide.	LAHSA	Kelli Pezzelle

Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**
7D Using Public Land for Affordable and Homeless Housing	• The City Administrative Officer (CAO) completed the process to identify a qualified list of developers to build affordable housing on City-owned sites. • Council authorized the Housing and Community Investment Department (HCID) to negotiate development agreements with developers for four City-owned sites. • General Services Department authorized to dispose of one site through the surplus process.	• Evaluate a second round of City-owned sites to be made available for affordable housing development.	CAO	Jaki Wagner, Blair Miller
7F Linkage Fee Nexus Study	• The draft ordinance and Nexus Study were released on September 20, 2016. • The staff level Public Hearing for the Affordable Housing Linkage Fee (AHLF) ordinance took place on October 19, 2016. • The public comment period closed on November 14, 2016. • The Department of City Planning has completed the staff recommendation report, environmental analysis, and revised the ordinance based on the comments received. The ordinance is currently waiting to be scheduled for City Planning Commission (CPC).	• Pending CPC approval, bring the AHLF ordinance to the City Council for adoption.	DCP	Matt Glesne, Claire Bowin, William Hsu

7H Facilitate Utilization of Federal Housing Subsidies	• The Homeless Incentive Program (HIP) continues to receive inquiries from landlords with potential units.
	• As of January 3, 2017, HIP has received 245 inquiries, of which 141 are being processed towards potential unit approval/incentive issuance.
	  - 89 applications have been authorized by HACLA and sent to SPA area coordinators for incentive issuance.
	  - 47 have received the incentive payment through SPA coordinators and 42 will be resubmitted for payment issuance.
	• People Assisting the Homeless (PATH) is now the designated payment entity for HIP.
	  - Of the 141 applications received since the transition to PATH as the payment entity, 111 are ready to be paid.
		• Initiate the remaining incentives accessible for landlords:
		  - Holding Fee of up to $1,500
		  - Security Deposit of up to $1,500
		  - Utility Deposit of up to $200
		  - Essential Furnishings of up to $500
		  - Damage Mitigation fund
			HACLA	Carlos VanNatter,
				Ryan Mulligan,
				Serina Cannon

Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**

7O Expanding Emergency Shelter and Improving Access	• Los Angeles Homeless Services Authority (LAHSA) has converted all funded shelter beds to 24-hour operations, except for one program that was not able to convert due to space being used for multiple purposes.
	• LAHSA has increased the number of City-funded Crisis and bridge housing beds to 2,074.
	• Crisis and Bridge housing has been funded through the CES system to create strong linkage to outreach and permanent housing resources. Efforts are being made to reduce barriers to access shelter.
	• Housing navigation is being linked with shelter to create a bridge housing system.
	• In response to concerns about single mothers being separated from male children, LAHSA reports that:
	  - Their policy requires all family shelter providers to accept children into shelter regardless of age or gender.
	  - LAHSA has reviewed its grievance log for the past year and has not received any grievances over the issue of a mother being turned away because of having a teenage son.
		• LAHSA will continue to examine barriers to access to shelter and identify any additional program changes needed.	CAO, CLA, HACLA	CAO: Jason Killeen
				CLA: Steve Luu
				LAHSA: Paul Duncan

7Q Support House LA Initiative	• See 7D, 7G, 7K, 7L, 7M, 8C.	• See 7D, 7G, 7K, 7L, 7M, 8C.	DCP	Matt Glesne, Claire Bowin, William Hsu

7R Expand Access to Flexible Housing Programs	• The Chief Legislative Analyst and the City Administrative Officer have researched City participation in the County Flexible Housing Program.
	• Findings Include:
	  - Cost: Approximately $18,000 per year, per person assisted ($1,500/month/person, including $1,050 for rent and $450/month for supportive services)
	  - Geographic Distribution of County Program: The County Health Agency reports that this program must serve County healthcare recipients, persons in areas that are not accessible to a County health facility are typically not eligible for this program.
		• Complete research and report to Homeless Strategy Committee.	CAO, CLA	CAO: Meg Barclay
				CLA: Ivania Sobalvarro

Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**

8A Analyze Citywide Zoning for Homeless Housing	• Analysis and proposed modifications to the City's zoning capacity will be addressed as part of the effort to update the City's General Plan, which is expected to be complete by the year 2020. Additional information and updates on the General Plan update are available online at OurLA2040.org.
	• In the short-term, DCP plans to increase zoning capacity through three initiatives:
	  1) The development of Transit Oriented Communities Affordable Housing Incentives Guidelines pursuant to Measure JJJ;
	  2) Modification of process and incentives for mixed-income and affordable housing projects through the Density Bonus Update (DBU) ordinance; and
	3) By establishing an administrative clearance process and modifying development standards for Permanent Supportive Housing (PSH) projects through the PSH ordinance.
		• Conduct scoping meeting and begin Environmental Impact Review (EIR) process for PSH ordinance.
		• Continue to refine draft PSH ordinance with input from internal and external working groups.
		• Form DBU working group consisting of internal and external subject area experts. Draft DBU ordinance.
			DCP	Matt Glesne, Claire Bowin, William Hsu

9A Employ Homeless Adults by Supporting Social Enterprise	• 9A - The EWDD is implementing the Los Angeles Regional Initiative for Social Enterprise (LARISE) with $2 million of City General Fund dollars for FY 16-17 to provide employment services to 275 homeless adults.
	  - A total of 225 participants are in subsidized Transitional Employment with Social Enterprise organizations.
	  - The City Council created an LARISE expansion pilot to recruit and serve at total of 50 participants in CD 2 and CD 8. Recruitment is underway and expected to be completed by FY17 Q3.
	• 9B - The Personnel Department has:
	  - Transmitted The Targeted Local Hire Program to Council for approval.
	  - Begun design and drafting materials for the "No Wrong Door" Informational Campaign.
	  - Engaged the University of Southern California to create a City Employee training course on Homelessness.
	• 9B - EWDD is working with the Targeted Local Hire Task Force and has identified City WorkSource Centers to facilitate the placement of qualified, pre-screened, and job ready individuals into the City's proposed Targeted Local Hire Work program.
	• 9C - EWDD is managing the Los Angeles Performance Partnership Pilot (LA P3), which integrates multiple layers of services for youth 16-24 who are disconnected from school and/or work or are runaway, foster care, active in probation system, dropouts, etc. The LA P3 is fully implemented for FY16-17 and is providing services to homeless youth.
		• 9A - 275 homeless adults placed in Transitional Employment by FY17 Q3, and 25% of that total placed in Bridge and/or Competitive Employment.
		• (9B) - By March 31, 2017:
		  - Receive final approval for the Targeted Local Hire Program from City Council and successfully complete the test launch, coordinating a small number of Community Based Organizations to refer prepared candidates to apply for the Program.
		  - Finalize "No Wrong Door" Informational Campaign logo and develop drafts for campaign print material.
		  - Continue planning City Employee Training on Homelessness: Completion of storyboard.
		  - Finalize eligibility and hiring process for Targeted Local Hire Task Force.
		• 9C - Provide services to 90 homeless youth.
		• 9I - Report back on the feasibility of providing employment opportunities to target population and establish metrics.
			EWDD	Jaime Pacheco-Orozco, Donny Brooks

9B City Recruitment, Training and Hiring Process for Homeless/Recently Homeless			EWDD, Personnel	EWDD: Jaime Pacheco-Orozco, Donny Brooks Personnel: William Weeks
9C Employment Development for Homeless Youth			EWDD, LAPD	EWDD: Jaime Pacheco-Orozco, Donny Brooks LAPD: Todd Chamberlain
9I Employment and Life Skills Development for Homeless Pet Owners			EWDD, LAHSA	EWDD: Jaime Pacheco-Orozco, Donny Brooks LAHSA: Jeannette Robgins

Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**
9G Emergency Shelter for Homeless Individuals with Pets	• The Department submitted a new request for funding for this strategy in the FY18 budget proposal.	• Pending 2017-18 budget.	Animal Service	Dana Brown
9H Proposals to Assist Homeless Individuals and Their Pets	• Expansion of Spay Neuter Services – Fully executed. On July 1, 2016, the Department began accepting low income self identification affidavits to establish eligibility in the free spay/neuter voucher program, allowing homeless residents to participate. The Department is continuing to collect data on usage rates. • Tethering Law Ordinance Amendment – Pending City Attorney review. • Licensing and Microchipping – Pending City Attorney determination regarding proposal to use email addresses instead of physical addresses to license and microchip companion animals for homeless pet owners. • Temporary Housing for Pets in Danger of Relinquishment – The Animal Services reports that no funding is available for this activity. The department is continuing to weigh the options in this area. • Pet Services Programs - The homeless pet services center in the Skid Row area of downtown is now open one day each week (Wednesdays) from 10 a.m. to 3 p.m. To date over 200 pet owners have been served, 46 percent of them homeless. The department is working to identify locations to replicate this service. • Free Vaccine Clinics – The Department has not made any significant progress on this item thus far. It is anticipated that part of these services will be included the services provided at the pet services centers described above.	• Work with interested Council Districts to establish homeless pet services centers in their districts.	Animal Service	Dana Brown
9K Women's Homelessness - Domestic Violence	• Los Angeles Homeless Services Authority (LAHSA) is in the process of contracting with Downtown Women's Center, which will partner with USC Sol Price School of Public Policy to conduct the housing gap analysis for all women experiencing homelessness. • LAHSA has requested funding for this strategy in Tiers 1 and 3 of its General City Purpose (GCP) Fund Budget request for Fiscal Year 2017-2018.	• The homeless women's housing gap analysis will be underway.	LAHSA, HCID, DV Task Force	LAHSA: Clementina Verjan DV Task Force: Dadine Shimoji HCID: Darryl Booker

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Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead**	**Lead Agency Contact**
9L Women's Homelessness - Employment Development	• Los Angeles Homeless Services Authority (LAHSA) and the Economic and Workforce Development Department (EWDD) began planning efforts. The major tasks include; meet with collaborators, identify data metrics to inform the strategy, identify barriers to employment for homeless women or women at-risk, develop intervention strategies, and develop a plan around employment development services. • Both LAHSA and EWDD have pulled data points related to women homelessness to identify barriers to employment and develop solutions and interventions. • LAHSA and EWDD met with collaborators shar the strategy with collaborators, present data, and seek feedback. • Feedback provided by collaborators during this meeting will be compiled and taken into consideration during the next steps of this strategy.	• Compole results of collaborators meeting, gather additional data and determine next steps based on feedback received.	LAHSA, EWDD	LAHSA: Jeannette Robins EWDD: Jaime Pacheco-Orozco, Donny Brooks
10A Full Funding for Affordable Housing Trust Fund to Fiannce Construction of Permanent Supportive Housing	• Proposition HHH approved on November 8, 2016. • Community Oversight Committee fully appointed. • Report outlining implementation next steps approved by the City Council on February 10, 2017.	• First Project Expenture Plans for Proposition HHH Housing and Facilities Programs to be presented to the Citizens Oversight Committee, Administrative Oversight Committee and forwarded to Council by April 1, 2017.	CAO CLA	CAO: Trina Unzicker, Nick Campbell CLA: Steve Luu, Jack Reef
10B Establish the Homeless Services Trust Fund	● The City continues to work to identify funds for services.	● Ongoing.	CAO CLA	CAO: Trina Unzicker, Nick Campbell CLA: Steve Luu, Jack Reef
10C Augment Supportive Housing Loan fund & new Generation Fun	● In Q1, philanthropic partners committed $20 million to augment the Supportive Housing Loan Fund, increasing the fund to $65 million.	● Ongoing.	CAO CLA	CAO: Trina Unzicker, Nick Campbell CLA: Steve Luu, Jack Reef
10D New Funding Programs and Guidelines	• Proposition HHH approved on November 8, 2016. • Community Oversight Committee fully appointed. • Report outlining implementation next steps approved by the City Council on February 10, 2017.	• First Project Expenture Plans for Proposition HHH Housing and Facilities Programs to be presented to the Citizens Oversight Committee, Administrative Oversight Committee and forwarded to Council by April 1, 2017.	HCID	Helmi Hisserich

Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
4D Discharge Data Tracking System and Planning Guidelines	• Work has not yet begun on this strategy	• Identify data available from City Departments to support this effort.	LAHSA	Josh Decell
4E Supportive Services Standards for Subsidized Housing	• Collaborating agencies are in the process of reviewing, gathering, and comparing data of the frame work of supportive services that have already been developed and implemented by Housing for Health, Standards of Excellence and CES.	• Develop tools, goals, recommendations to create a standard baseline of supportive services for various populations.	HACLA	Johnathan Chi
4F Integration and Strengthening of Family and TAY CES	• LAHSA is working to align CES for Single Adults, Families and Youth system flow, processes and language. • The Youth system completed the 100 day challenge in conjunction with A Way Home and Rapid Results Institute. • With input from community providers and funding providers, LAHSA has made improvements to further align the three CES systems. • CES for Families providers have begun providing prevention services and are identifying best practices for assessing risk and incorporating improved screening systems.	• LAHSA will develop procedures for providers to refer across populations.	LAHSA	Paul Duncan
5B Establish Homeless Strategy Committee	• Completed.	• Completed.	CAO	Complete
5C Establish Regional Intergovernmental Cooperation	• The Strategy Team has identified agencies and informal working groups where City elected officials and staff interact with elected officials and staff from other jurisdictions on homelessness issues. • Team is working to identify key data concerning each of these agencies and working groups, such as staff and meeting schedules, to understand how the City can interact and share information. • The Strategy Team is also working to identify issues that would be relevant for intergovernmental discussions.	• Present list of recommendations for Intergovernmental Cooperation to the Homeless Strategy Committee for consideration.	Mayor's Office, Council, Adjacent Legislative Bodies, Los Angeles Council of Governments	Mayor: Alisa Orduna Council: Rachel Brushier
5D Evaluate LAHSA JPA & Composition of Commission	● Staff recommend that work on this strategy be placed on hold for now. ● Recommendations regarding the LAHSA Joint Powers Authority Agreement and Composition of the LAHSA Commission may arise as the Strategy is further implemented.	● Pending.	HSC	Meg Barclay
5E Create Regional Homelessness Advisory Council (RHAC)	● The Los Angeles Homeless Services Authority (LAHSA) completed the election process for SPA provider representation. RHAC membership is in the process of being finalized and the first meeting of the RHAC is scheduled for February 15th.	● First RHAC meeting scheduled for February 15, 2017.	LAHSA	Jessica Reed

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Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
5F Coordinate Homeless Support with LAUSD	● The City Administrative Officer (CAO), Chief Legislative Analyst (CLA), Los Angeles Unified School District (LAUSD), and the City's Family Source Center have been collaborating to fulfill this strategy. CAO and CLA have identified a potential grant opportunity to help LAUSD serve homeless students and families. ● There is currently a conflict between HUD's and LAUSD's definitions of homelessness. To address this LAUSD would like to hold training sessions with City Departments.	● Deadlines for strategy should be changed from Dec 2016, to undetermined date.	CLA, CAO	CAO: Trina Unzicker CLA: John Wickham
7C Expand Adaptive Reuse for Homeless Housing	● Report back pending.	● Report back pending.	HCID	Abigail Marquez, Darryl Booker
7E Annualize Joint Affordable and Homeless Housing Reports	● Meetings have begun with LAHSA, HCID, HACLA and Department of City Planning to begin drafting the first report. HCID Housing Production through the Second Quarter of FY16-17: - 837 new affordable units opened, 266 of which are supportive housing for homeless. - Funding commitments made to 745 affordable units, 326 of which are supportive housing for homeless households.	● Prepare report and transmit by June 30, 2017.	HSC, LAHSA	HSC: Meg Barclay CLA: Dora Huerta Mayor: Alisa Orduna LAHSA: Juhyun Sakota
7G Implement Existing and Recommend New CEQA Zoning Reforms	● The Department of City Planning expects to receive the final work products requested as part of the SCAG grant from the consultant by March 2017. ● Strategic Growth Council Grant – SB 743 Transition: City completed a new Transportation Impact Study Guidelines released by LADOT in December 2016. More information on the impact of this document on affordable housing projects, and in particular PSH, can be found in the Q2 Report for Strategy 8C. DCP expects the remainder of this project to be completed in approximately one year.	● Receive final deliverables on the SCAG Grant – CEQA Streamlining by March 31.	DCP	Matt Glesne, Claire Bowin, William Hsu
7I Regional Coordination of LA City and County Housing Authorities	● Interagency Agreements have been established between the Housing Authority of the County of Los Angeles and City of Pasadena Public Housing Department.	● Reach out to other Housing Authorities to establish interagency agreements	HACLA	Carlos VanNatter, Ryan Mulligan, Serina Cannon
7J Housing Choice Vouchers for Permanent Supportive Housing	● Notice of Funding Availability for 150 Project Based Vouchers, 100 Project 811 and 75 HUD-VASH was released on November 18, 2016. ● HACLA received 13 proposals, which are currently being evaluated. ● Completed Request for Proposals Process to award 225 vouchers.	● Lease 40 units in Marion Way Apartments.	HACLA	Carlos VanNatter, Ryan Mulligan, Serina Cannon

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Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
7K Development of Second Dwelling Units Pilot Program	● The Department of City Planning (DCP) released a draft Accessory Dwelling Unit (ADU) ordinance on November 17, 2016, which is intended to apply new state laws (AB 2299 and SB 1069 - both effective January 1, 2017) to the development and conversion of ADUs within the City, and adds additional regulation governing their allowable size and location. The ordinance was heard at City Planning Commission on December 15, 2016, where it was continued to City Council with several minor recommended modifications. ● As of January 1, 2017, the City is implementing the new state laws, which will significantly increase the ability of residents to build and convert existing structures to ADUs. The Department of Building and Safety and Planning issued a joint memorandum on December 30, 2016 that provided guidance to staff and ADU applicants on the new laws and how the City will intake ADU applications until the permanent ADU Ordinance is adopted.	● Complete adoption process for Accessory Dwelling Unit ordinance. The ordinance has passed City Planning Commission and will now move through City Council Committees and City Council for final adoption.	HCID, DCP	DCP: Matt Glesne, Claire Bowin, Serina Cannon HCID: Darryl Booker, Abigail Marquez
7L Establish Planning and Zoning Policy on Homeless Micro Units	● Density Bonus Unit (DBU) Ordinance: Department of City Planning (DCP) continues to conduct research and identify draft concepts for inclusion in the draft DBU ordinance. The Department is in the process of obtaining funding for an environmental consultant (that has already been selected) to do the CEQA analysis that will be required. ● Permanent Supportive Housing (PSH) Ordinance: During this quarter, DCP held two working group meetings with a group of external subject matter experts. The draft PSH ordinance was reviewed by the working group on December 16, 2016. The CEQA consultant has been secured. ● DCP has hired a consultant to prepare an Environmental Impact Report (EIR) for each ordinance.	● DBU Ordinance: Form DBU working group consisting of internal and external subject area experts. Draft DBU ordinance ● PSH Ordinance: Conduct scoping meeting and begin EIR process for PSH ordinance. Continue to refine draft PSH ordinance with input from internal and external working groups.	DCP	Matt Glesne, Claire Bowin, William Hsu
7M Reform Site Plan Review Ordinance for Homeless Housing	● During this quarter, DCP held two working group meetings with a group of external subject matter experts. The draft Permanent Supportive Housing (PSH) ordinance was reviewed by the working group on December 16, 2016. ● DCP has hired a consultant to prepare the Environmental Impact Report (EIR).	● Conduct scoping meeting and begin EIR process for PSH ordinance. Continue to refine draft PSH ordinance with input from internal and external working groups.	DCP	Matt Glesne, Claire Bowin, William Hsu

Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
7N Evaluate Youth Housing Needs	● The Los Angeles Homeless Services Authority (LAHSA) plans to use 2017 Point in Time (PIT)/Housing Inventory Count (HIC) to assess Youth housing needs. ● LAHSA has developed the Youth CES data dashboard to capture baseline data for the number of youth moving into housing and what type of housing.	● Complete 2017 PIT/HIC for Youth.	LAHSA, HCID, HACLA	LAHSA: Josh Decell HCID: Abigail Marquez, Darryl Booker HACLA: Carlos VanNatter, Ryan Mulligan, Serina Canon
7P Study Shared Housing Programs	● The Los Angeles Homeless Services Authority (LAHSA) has met with Affordable Living for the Aging (ALA) and Self-Help And Recovery Exchange (SHARE)to explore and learn from the shared housing programs they have implemented. ● LAHSA participated in two roommate matching software demonstrations. This software will be used to determine if using matching software increases the feasibility and effectiveness of expanded use of shared housing. ● LA Family Housing has also been evaluating other potential matching software solutions. ● With funding from the Hilton Foundation, SSG and LA Family Housing have identified to pilot shared housing programs to further explore implementation of shared housing as well as ongoing implementation and identification of best practices. ● LAHSA has sent out a request for bids to technical assistance providers within the Los Angeles area to study shared housing and provide recommendations for potential expanded use.	● A vendor that does matching software will have been identified and the software used by one of the pilot programs. ● LAHSA will have identified a consultant to support in the research and study of shared housing. ● LAHSA will identify how to best track data around the use and effectiveness of shared housing.	LAHSA	Josh Legre

Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
7S Preservation of Affordability Covenants	● Outreach to Identified Property Owners, Preservation Transactions, and Workouts: Status: Completed - 70 property owners/management companies with 2,064 units of expiring assisted and covenanted affordable housing were contacted regarding extending affordability covenants or renewal of housing assistance contracts. - Nineteen (19) owners (a total of 825 units) expressed interest in extending affordability covenants or renewal of housing assistance contracts. ● Minimize Tenant Displacement Through Outreach & Education to At-Risk Residents: Status: Completed - During Calendar Year 2016, 1,706 households living in 52 at-risk properties were educated about their residents' rights and responsibilities and potential housing alternatives upon covenant expirations. ● Conduct Financial & Non-Financial Transactions to Extend or Preserve At Risk Affordable Housing: Status: Ongoing through June 30, 2017. - Number of at-risk properties and units preserved through Financial & Non-Financial Transactions: 173 units (4 properties) from 7/1/2016 to Present. a total of 717 units (13 properties) in Calendar Year 2016.	● Continue outreach to property owners who expressed interest in extending affordability covenants or renewal of housing assistance contracts. ● Begin Procurement process and obtain all necessary approvals to contract with agency to provide outreach services beginning FY 17/18 (July 1, 2017). ● Continue working with properties that can yield financial & non-financial transactions to extend or preserve at-risk affordable housing.	HCID	Abigail Marquez, Ed Gipson, Franklin Campos
7T Homeless Prevention and Diversion Programs	● HACLA continues to solicit and receive referrals from non-profits – A New Way of Life, Weingart Center for the Homeless and Shields for Families. Thirty-two families have been referred to HACLA to date.	● Coordinating with the Los Angeles County Sheriff's Department, LAPD, Los Angeles County Probation Department to identify and refer homeless individuals released from the criminal justice system within the last 24 months that have a family member on the HACLA's Section 8 HCVP. ● County Law Enforcement Departments make referrals to the three non-profit agencies currently working with HACLA. ● Connect with LAHSA about how formerly incarcerated person (FIP) can be identified through CES and referred to non-profit agencies for this demonstration program.	LAHSA, LAPD, HACLA	LAHSA: Jeanette Robbins LAPD: Todd Chamberlain HACLA: Serina Cannon

Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
8B Review TFAR, GDHIA, & Density Bonus for Homeless Housing	● The Department of City Planning (DCP) continues ongoing work on a comprehensive review of our downtown housing and planning policies as part of the DTLA 2040 community planning process, which is being coordinated with the creation of a custom downtown Unified Development Code, a toolkit of new zoning regulations customized for the urban core of Los Angeles being prepared as part of the re:code:LA effort. This would allow for any necessary changes to the GDHIA or the TFAR ordinances, concurrently with the new downtown community plans. ● Density Bonus Ordinance: DCP continues to conduct research and identify draft concepts for inclusion in the draft Density Bonus Update (DBU) ordinance. During this quarter, DCP hired a consultant to prepare an Environmental Impact Report (EIR) for the ordinance.	● Form DBU working group consisting of internal and external subject area experts. Draft DBU ordinance	DCP	Matt Glesne, Claire Bowin, William Hsu
8C Revise Parking and Trip Credit Guidelines for Homeless Housing	● Trip Credit Guidelines: During this quarter, the Department of City Planning (DCP) completed its survey of trip generation and parking utilization in a range of affordable housing typologies, including Permanent Supportive Housing (PSH). This data was included in the City's new Transportation Impact Study Guidelines released by LADOT in December 2016. ● The new Transportation Impact Study Guidelines changes the way the City counts vehicle trips for the purposes of triggering CEQA thresholds or requiring additional Traffic Studies. ● Permanent Supportive Housing (PSH) Ordinance: The PSH ordinance will propose lowering parking rates further for PSH housing serving formerly homeless populations. During this quarter, DCP held two working group meetings with a group of external subject matter experts. The draft Permanent Supportive Housing (PSH) ordinance was reviewed by the working group on December 16, 2016. DCP has hired a consultant to prepare an Environmental Impact Report (EIR) for the ordinance.	● Conduct scoping meeting and begin EIR process for PSH ordinance. Continue to refine draft PSH ordinance with input from internal and external working groups.	DCP	Matt Glesne, Claire Bowin, William Hsu

Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
8D Reestablish Mello Act Guidance	● The Department of City Planning (DCP) continues to collaborate with the City Attorney's Office, the Housing and Community Development Department, Council District 11, and parties originally involved in a 2000 Settlement Agreement concerning the City's implementation of the Mello Act. ● On-going discussions have begun to set parameters, methodologies, and procedures on how to achieve desired outcomes. A working draft ordinance is now being prepared for further discussion.	● Continue work on draft ordinance.	DCP	Matt Glesne, Claire Bowin, William Hsu
9D Centralized Homeless Donation Coordination	● A joint report from the Chief Legislative Analyst (CLA) and City Administrative Officer (CAO) pending before the Homelessness and Poverty Committee includes a recommendation to request the City Attorney to prepare and present an Ordinance to establish the Homeless Services and Financial Assistance Trust Fund to accept gifts, contributions, donations and bequests to the City to support homeless services.	● Pending presentation and approval of the Ordinance.	CAO. CLA	CAO: Meg Barclay CLA: Ivania Sobalvarro

Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
9E Homelessness Prevention for Former Foster Care Youth	● The Los Angeles Homeless Services Authority (LAHSA) has identified a need for post-release crisis/bridge beds for youth exiting foster care who may be eligible for HUD-funded or Independent Living Program beds. ● Strategizing with State-level legislative advocates to identify initiatives in the new legislative session that target homeless youth, including former foster care youth. ● LAHSA is in the process of hiring additional staff to assist with this strategy's implementation, monitor the County's A4 Strategy, and provide overall support for the Coordinated Entry System for Youth. "- LAHSA has requested funding for this strategy in Tiers 1, 3, and 4 in its General City Purpose (GCP) Fund Budget request for Fiscal Year 2017-2018. LAHSA has identified a need for post-release crisis/bridge beds for youth exiting foster care who may be eligible for HUD-funded or Independent Living Program beds. It's GCP Fund Budget request includes new funding for targeted prevention/diversion interventions for youth experiencing homelessness. - LAHSA engaged in discussions with State-level legislative advocates to strategize initiatives in the new legislative session that target homeless youth, including former foster care youth. - LAHSA has hired a Senior Analyst in its Policy and Planning department to assist with this strategy's implementation, monitor the County's A4 Strategy, and provide overall support for the Coordinated Entry System for Youth."	● LAHSA will have hired additional staff to bolster its capacity to monitor and implement this strategy. "- A checklist for youth exiting foster care will have been approved to ensure youth have a sound discharge plan and necessary linkages to housing, education, employment, health, life skills, and financial literacy support - A new protocol for discharge planning will be approved that will mandate that discharge plans be created at least 6 months prior to the expected discharge date, instead of the current protocol of 90 days"	HSC, LAHSA, EWDD	LAHSA: Will Leham HSC: Meg Barclay EWDD: Jaime Pacheco-Orozco, Donny Brooks

Non-Prioritized/Funded Strategies				
Strategy	**Status Q2 Quarterly Performance Report**	**Next Steps**	**Lead Agency**	**Lead Agency Contact**
9F Youth Homeless Services	● The Coordinated Entry System (CES(for Youth is now operational in all eight Service Planning Areas (SPAs), including the four SPAs located in the City. ● Participated in A Way Home America's 100-Day Challenge to house 100 youth in 100 days. LAHSA surpassed that goal by housing 257 youth in 100 days (countywide). ● Engaged State-level legislative advocates to strategize initiatives in the new legislative session that target homeless youth. ● Hiring additional staff to assist with implementation and provide overall support for the Coordinated Entry System for Youth.	● Report back if needed legislation is identified. ● Reports on feasibility of expanding services targeted to homeless youth and youth at risk will be completed in June 2017. ● Report on feasibility of partnering with schools of social work to provide case management services to homeless youth will be completed in June 2017. ● Report on partnering with community colleges to help identify Transition Aged Youth (TAY) and identify additional housing and services targeting TAY populations to be completed June 2017. ● LAHSA will have additional staff hired toto monitor and implement this strategy.	LAHSA	Will Leham
9J Social Impact Financing/Pay for Success	● A component of the LA:RISE program entails a pay for success financial incentive (gift cards) made available to program participants to recognize employment milestones, encourage program participation, and to track retention.	● Financial incentives are provided once LA:RISE clients are placed into unsubsidized permanent employment. EWDD expects roughly 25% of total enrolled to have taken advantage of the financial incentives by end of Q3.	EWDD	Jaime Pacheco-Orozco, Donny Brooks
10E CAO and CLA Report on Desired Strategies	● CAO and CLA will track strategies' progress and performance.	● Ongoing.	CAO CLA	CAO: Trina Unzicker, Nick Campbell CLA: Steve Luu, Jack Reef

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Attachment 2 – Strategy-level Metrics and Associated Headline Metrics

Strategy	Lead Agency	Priority	Proposed Metrics	Headline Metrics	Reporting Frequency	Earliest Quarter Reporting
3A Standardize First Responder Training for Homeless	LAPD	Yes	Percent of total officers receiving Mental Health Intervention Training		Quarterly	FY 16-17 Q3
			Pecent of HOPE Officers with MHIT Training		Quarterly	FY 16-17 Q3
			Number of persons placed in temporary housing through contact with HOPE Team	Number placed in temporary housing	Quarterly	FY 16-17 Q3
			Number of persons placed in permanent housing through contact with HOPE Team	Number placed in temporary housing	Quarterly	FY 16-17 Q3
3B Develop Encampment Engagement Protocol	BOS	Yes	Amount of hazardous materials collected		Quarterly	FY 16-17 Q3
			Number of encampments		Quarterly	FY 16-17 Q3
			Impoundments from noticed clean ups		Quarterly	FY 16-17 Q3
			Impoundments from un-noticed clean ups		Quarterly	FY 16-17 Q3
			Number of people placed temporary housing	Number placed in temporary housing	Quarterly	FY 16-17 Q3
3C Widen Access to First Responder Teams for Homeless	LAFD, LAPD	Yes	See 3A			
3D Expansion of Jail In-Reach	LAPD	Yes	Number of persons identified in custody experiencing homelessness		Bi-Annually	FY 16-17 Q4
			Number of persons in custody interviewed by a service provider		Bi-Annually	FY 16-17 Q4
			Number of persons in custody entered into CES or provided a referral by a service provider		Bi-Annually	FY 16-17 Q4
			Number of people discharged to temporary housing	Number placed in temporary housing	Bi-Annually	FY 16-17 Q4
3E Integration with County Health Sobering Centers	LAFD, LAPD, LAHSA	Yes	Number of clients placed in temporary housing upon discharge from sobering center	Number placed in temporary housing	Quarterly	FY16-17 Q3
			Number of clients placed in permanent housing upon discharge from a sobering center	Number placed in permanent housing	Quarterly	FY16-17 Q3
4A Strengthen CES Technology, Staffing, and Standardization	LAHSA, HSC	Yes	Number of households screened and matched to a housing resource through CES		Quarterly	FY16-17 Q3
			Length of time from assessment to housing match		Quarterly	FY16-17 Q3
			Average length of say in crisis/ bridge housing		Quarterly	FY16-17 Q3
			Number of households that have moved into housing	Number placed in permanent housing	Quarterly	FY16-17 Q3
			Need and acuity level of persons obtaining permanent housing		Quarterly	FY16-17 Q3
			Number of households who have increased their income by source of income	Number placed in permanent housing	Quarterly	FY16-17 Q3
			Percentage of persons that retain housing for 12 months	Number who retain housing from the date of placement	Quarterly	FY16-17 Q3
			CES data quality		Quarterly	FY16-17 Q3
4B Strengthen Departmental Support for Homeless Case Managers	HSC, LAHSA	Yes	Pending Report Back		Bi-Annual	FY 16-17 Q4
			Pending Report Back		Quarterly	FY 16-17 Q4
4C Strengthen CES Data Sharing and Tracking	HSC, Chief	Yes	See 4A and 4D		Monthly	FY17-17 Q2
4D Discharge Data Tracking System and Planning Guidelines	LAHSA		Establish and implement data sharing strategy, policy, and procedure between homeless services and institutional partners	Number who are prevented from becoming homeless or being discharged into homelessness	TBD	TBD
			Produce regular reports of number of individuals discharged into homelessness		TBD	TBD
4E Supportive Services Standards for Subsidized Housing	HACLA		Number of agencies providing supportive services according to HACLA's definition and quality standards	Expansion of supply of affordable and homeless housing	Bi-Annual	2017-18 Q1
			Semi-Annual and Annual Reporting			

Strategy	Lead Agency	Priority	Proposed Metrics	Headline Metrics	Reporting Frequency	Earliest Quarter Reporting
4F Integration and Strengthening of Family and TAY CES	LAHSA		Number of TAY screened and matched to a housing resource through CES		Quarterly	FY16-17 Q3
			Length of time from assessment to housing match		Quarterly	FY16-17 Q3
			Length of time from housing match to actual housing move-in		Quarterly	FY16-17 Q3
			Average length of stay in crisis/bridge housing		Quarterly	FY16-17 Q3
			Number of TAY who have moved into housing	Number placed in permanent housing	Quarterly	FY16-17 Q3
			Number of families receiving prevention services through CES in order to stabilize and maintain existing housing	Number who are prevented from becoming homeless or being discharged into homelessness	Quarterly	FY16-17 Q3
			Number of families receiving diversion services that do not end up accessing homeless services through diversion efforts	Number who are prevented from becoming homeless or being discharged into homelessness	Quarterly	FY16-17 Q3
			Housing retention over the following year	Number who retain housing from the date of placement	Quarterly	FY16-17 Q3
			Number of referrals being made from one population system to another		Quarterly	FY16-17 Q3
			Number of households that receive services from multiple systems		Quarterly	FY16-17 Q3
			Number of matches being made from one SPA to another		Quarterly	FY16-17 Q3
			Percentage of families who were able to successfully prevent imminent homelessness	Number who are prevented from becoming homeless or being discharged into homelessness	Quarterly	FY16-17 Q3
6A Co-Locate Homeless Services Within Homeless Storage Facilities	LAHSA	Yes	Number of people served through the Storage Program		Quarterly	FY16-17 Q4
			Number of people connected to CES as measured by a new VI-SPDAT survey at a storage center	Number placed in permanent housing	Quarterly	FY16-17 Q4
6B Establish Citywide Safe Parking Program	HSC	Yes	Number of people connected to CES and permanently housed	Number placed in permanent housing	Quarterly	FY16-17 Q4
			Number of people served		Quarterly	FY16-17 Q4
			Number of people connected to CES as measured by a new VI-SPDAT survey through the parking program	Number placed in temporary housing	Quarterly	FY16-17 Q4
6C Establish Citywide Mobile Shower and Public Restroom System	LAHSA	Yes	Number of people served		Quarterly	FY16-17 Q4
			Number of people connected to CES as measured by a new VI-SPDAT survey conducted through the mobile shower program	Number placed in temporary housing	Quarterly	FY16-17 Q4
6D Identify Public Land for Homeless Facilities	CAO	Yes	See Strategies 6A, 6B, 6C			
6E Evaluate Homeless Navigation Centers	LAHSA	Yes	Pending Report Back			
6F Establish Access to Public Restrooms	RAP, LAHSA	Yes	Pending Report Back			
7A Shelter System Personnel Need for Bridge Housing Conversion	LAHSA	Yes	See Strategy 7O			
7B Expand Rapid Re-housing	LAHSA	Yes	Total participants enrolled		Quarterly	FY 16-17 Q3
			Days from program entry into Housing		Quarterly	FY 16-17 Q3
			Number placed in Permanent Housing	Number placed in permanent housing	Quarterly	FY 16-17 Q3
			Percent returning to homelessness with 24 months	Number who retain housing from the date of placement	Quarterly	FY17-18 Q3
			Increase in income from all sources	Number who gain employment or enroll in vocational training/education	Quarterly	FY17-18 Q3
			HMIS data quality		Quarterly	FY17-18 Q3
7C Expand Adaptive Reuse for Homeless Housing	HCID		Pending Report Back			

Strategy	Lead Agency	Priority	Proposed Metrics	Headline Metrics	Reporting Frequency	Earliest Quarter Reporting
7D Using Public Land for Affordable and Homeless Housing	CAO	Yes	Number of sites assessed			
			Number of sites identified for affordable housing development	Expansion of supply of affordable and homeless housing		
7E Annualize Joint Affordable and Homeless Housing Reports	HSC, LAHSA		Pending Report Back			
7F Linkage Fee Nexus Study	DCP	Yes	Pending implementation			
7G Implement Existing and Recommend New CEQA Zoning Reforms	DCP		Reductions in development timeframes for projects		Semi-Annually	FY17-18 Q1
			Number of projects that take advantage of the various CEQA streamlining measures, including the number of total units, affordable housing units and homeless housing units	Expansion of supply of affordable and homeless housing	Semi-Annually	FY17-18 Q1
7H Facilitate Utilization of Federal Housing Subsidies	HACLA		Number of Landlord HIP inquiries		Quarterly	FY17-18 Q3
			Number of landlords receiving incentive payment	Number placed in permanent housing	Quarterly	FY17-18 Q3
7I Regional Coordination of LA City and County Housing Authorities	HACLA		Number placed in Permanent Housing	Number placed in permanent housing	Annually	FY18-19 Q1
7J Housing Choice Vouchers for Permanent Supportive Housing	HACLA		Number placed in Permanent Housing	Number placed in permanent housing	Quarterly	FY17-18 Q3
			Vouchers dedicated to permanent supportive housing	Expansion of supply of affordable and homeless housing	Annually	FY18-19 Q1
			Percent of vouchers dedicated to permanent supportive housing	Number placed in permanent housing	Quarterly	FY17-18 Q3
7K Development of Second Dwelling Units Pilot Program	HCID, DCP		Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	Expansion of supply of affordable and homeless housing	Semi-Annually	FY17-18 Q1
7L Establish Planning and Zoning Policy on Homeless Micro Units	DCP		Number of micro units approved upon adoption of the new ordinances	Expansion of supply of affordable and homeless housing	Semi-Annually	FY17-18 Q4
			The number of households with a housing subsidy housed in a micro unit under the new program		Semi-Annually	FY18-19 Q4
7M Reform Site Plan Review Ordinance for Homeless Housing	DCP		Reduction in homeless housing projects going through Site Plan Review ordinance		Semi-Annually	FY17-18 Q4
			Increase in the total number of Permanent Supportive Housing units produced annually	Expansion of supply of affordable and homeless housing	Semi-Annually	FY17-18 Q4
7N Evaluate Youth Housing Needs	LAHSA, HCID, HACLA		Pending Report Back			
7O Expanding Emergency Shelter and Improving Access	CAO, CLA, HACLA	Yes	Percent of adults exiting bridge housing to permanent housing	Number placed in permanent housing	Quarterly	FY 16-17 Q3
			Percent shelter and bridge housing utilization		Quarterly	FY 16-17 Q3
			Percent of participants that see an increase in income	Number who gain employment or enroll in vocational training/education	Quarterly	FY 16-17 Q3
			Average length of stay in shelter		Quarterly	FY 16-17 Q3
7P Study Shared Housing Programs	LAHSA		Pending Report Back			
7Q Support House LA Initiative	DCP	Yes	Development timeline reductions for housing construction		Pending Adoption	Pending Adoption
			Amount of municipalities who have adopted House LA strategies		Pending Adoption	Pending Adoption
			Additional units attributed to the adoption of these strategies	Expansion of supply of affordable and homeless housing	Pending Adoption	Pending Adoption
7R Expand Access to Flexible Housing Programs	CAO, CLA		Pending Report Back			

Strategy	Lead Agency	Priority	Proposed Metrics	Headline Metrics	Reporting Frequency	Earliest Quarter Reporting
7S Preservation of Affordability Covenants	HCID		Number of owners outreached regarding extending affordability covenants or renewal of housing assistance contracts		Quarterly	FY16-17 Q2
			Number of tenants living in at-risk properties educated about their tenant rights, responsibilities and options when an affordability covenant and/or rental assistance contract is at-risk of expiration or termination	Number who are prevented from becoming homeless or being discharged into homelessness	Quarterly	FY16-17 Q2
			Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	Expansion of supply of affordable and homeless housing	Annually	FY16-17 Q4
7T Homeless Prevention and Diversion Programs	LAHSA, LAPD, HACLA		Pending Report Back			
8A Analyze Citywide Zoning for Homeless Housing	DCP	Yes	Difference in the number of potential affordable and homeless housing units in current zoning, versus the zoning classifications proposed in the citywide potential density profiles	Expansion of supply of affordable and homeless housing	Pending Implementation	Pending Implementation
			Reduction in the number of PSH projects seeking discretionary approval		Pending Implementation	Pending Implementation
8B Review TFAR, GDHIA, & Density Bonus for Homeless Housing	DCP		Difference in the number of potential affordable and homeless housing units in current zoning, versus under a modified Density Bonus Program, GDHIA and TFAR	Expansion of supply of affordable and homeless housing	Pending Implementation	Pending Implementation
8C Revise Parking and Trip Credit Guidelines for Homeless Housing	DCP		Reduction in per unit building costs for homeless housing providers		Pending Implementation	Pending Implementation
			Reduction in unused parking spaces in homeless housing		Pending Implementation	Pending Implementation
			Number of PSH projects benefitting from reduced parking requirements		Pending Implementation	Pending Implementation
			Increase in the total number of PSH units produced annually	Expansion of supply of affordable and homeless housing	Pending Implementation	Pending Implementation
8D Reestablish Mello Act Guidance	DCP		Number of existing affordable units identified through Mello Act compliance determinations		Pending Implementation	Pending Implementation
			Number of affordable units preserved through replacement requirements	Expansion of supply of affordable and homeless housing	Pending Implementation	Pending Implementation
			Number of affordable inclusionary units required through new construction	Expansion of supply of affordable and homeless housing	Pending Implementation	Pending Implementation
			Total amount of in-lieu fees collected and deposited into the Coastal Zone Affordable Housing Trust Fund		Pending Implementation	Pending Implementation
9A Employ Homeless Adults by Supporting Social Enterprise	EWDD, Personnel, LAPD, LAHSA	Yes	Number of individuals recruited		Quarterly	FY16-17 Q3
9B City Recruitment, Training and Hiring Process for Homeless/Recently Homeless			Number of participants placed in transitional jobs program and co-enrolled in WIOA		Quarterly	FY16-17 Q3
9C Employment Development for Homeless Youth			Participants provided with retention supports after social enterprise job experience		Quarterly	FY16-17 Q3
9I Employment and Life Skills Development for Homeless Pet Owners			Number of people placed in competitive employment	Number who gain employment or enroll in vocational training/education	Quarterly	FY16-17 Q3
9D Centralized Homeless Donation Coordination	LAHSA		Pending Report Back			

Attachment 2 – Strategy-level Metrics and Associated Headline Metrics

Strategy	Lead Agency	Priority	Proposed Metrics	Headline Metrics	Reporting Frequency	Earliest Quarter Reporting
9E Homelessness Prevention for Former Foster Care Youth	HSC, LAHSA, EWDD		Number of youth housed or connected with services	Number who are prevented from becoming homeless or being discharged into homelessness	Quarterly	FY16-17 Q3
9G Emergency Shelter for Homeless Individuals with Pets	Animal Service	Yes	Number of participants requiring emergency shelter	Number placed in temporary housing	Quarterly	FY 18-19 Q1
			Type/Number of animal sheltered		Quarterly	FY 18-19 Q1
9H Proposals to Assist Homeless Individuals and Their Pets	Animal Service	Yes	Number of Free Spay/Neuter Vouchers Distributed		Monthly	FY 17-18 Q4
			Number of Free Spay/Neuter Surgeries Performed		Monthly	FY 17-18 Q4
9J Social Impact Financing/Pay for Success	EWDD		Pending Report Back			
9K Women's Homelessness - Domestic Violence	LAHSA, HCID, DV Task Force	Yes	Pending Report Back			
9L Women's Homelessness - Employment Development	LAHSA, EWDD	Yes	Number of women experiencing homelessness who are unemployed		Quarterly	FY16-17 Q3
			Number of women employed	Number who gain employment or enroll in vocational training/education	Quarterly	FY16-17 Q3
10A Full Funding for Affordable Housing Trust Fund to Finance Construction of Permanent Supportive Housing	CAO CLA	Yes	Permanent Housing Units Created	Expansion of supply of affordable and homeless housing	Quarterly	FY 17-18 Q1
10B Establish the Homeless Services Trust Fund	CAO CLA	Yes	Pending Report Back			
10C Augment Supportive Housing Loan fund & new Generation Fun	CAO CLA	Yes	Pending Report Back			
10D New Funding Programs and Guidelines	HCID	Yes	Pending Report Back			
10E CAO and CLA Report on Desired Strategies	CAO CLA		Pending Report Back			

Attachment 3 - Summary of Headline Metrics and Asociated Strategies

Number who are prevented from becoming homeless or being discharged into homelessness	Number who gain employment or enroll in vocational training/education	Number placed in temporary housing (shelter, bridge recuperative, transitional, and residential substance abuse)	Number placed in permanent housing (subsidized, unsubsidized, permanent housing, rapid re-housing, and permanent supportive housing)	Number who retain housing from the date of placement	Expanded supportive and affordable housing supply
4D Discharge Data Tracking System and Planning Guidelines	7B Expand Rapid Re-housing	3A Standardize First Responder Training for Homeless	3E Integration with County Health Sobering Centers	4A Strengthen CES Technology, Staffing, and Standardization	4E Supportive Services Standards for Subsidized Housing
4F Integration and Strengthening of Family and TAY CES	7O Expanding Emergency Shelter and Improving Access	3C Widen Access to First Responder Teams for Homeless	4A Strengthen CES Technology, Staffing, and Standardization	4F Integration and Strengthening of Family and TAY CES	7D Using Public Land for Affordable and Homeless Housing
7S Preservation of Affordability Covenants	9A Employ Homeless Adults by Supporting Social Enterprise	3D Expansion of Jail In-Reach	4F Integration and Strengthening of Family and TAY CES	7B Expand Rapid Re-housing	7G Implement Existing and Recommend New CEQA Zoning Reforms
9E Homelessness Prevention for Former Foster Care Youth	9B City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	3E Integration with County Health Sobering Centers	6A Co-Locate Homeless Services Within Homeless Storage Facilities		7J Housing Choice Vouchers for Permanent Supportive Housing
	9C Employment Development for Homeless Youth	6B Establish Citywide Safe Parking Program	6B Establish Citywide Safe Parking Program		7K Development of Second Dwelling Units Pilot Program
	9I Employment and Life Skills Development for Homeless Pet Owners	6C Establish Citywide Mobile Shower and Public Restroom System	7B Expand Rapid Re-housing		7L Establish Planning and Zoning Policy on Homeless Micro Units
	9L Women's Homelessness - Employment Development	9G Emergency Shelter for Homeless Individuals with Pets	7H Facilitate Utilization of Federal Housing Subsidies		7M Reform Site Plan Review Ordinance for Homeless Housing
			7I Regional Coordination of LA City and County Housing Authorities		7S Preservation of Affordability Covenants
			7J Housing Choice Vouchers for Permanent Supportive Housing		8A Analyze Citywide Zoning for Homeless Housing
			7O Expanding Emergency Shelter and Improving Access		8B Review TFAR, GDHIA, & Density Bonus for Homeless Housing
					8C Revise Parking and Trip Credit Guidelines for Homeless Housing
					8D Reestablish Mello Act Guidance
					10A Full Funding for Affordable Housing Trust Fund to Finance Construction of Permanent Supportive Housing